Chesterfield County

Police Department

"First Choice Community through Excellence in Public Service"

Departmental Strategic Plan
FY2015-2019

Planning Today to Meet the Law Enforcement Challenges of the Future

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CHESTERFIELD COUNTY POLICE DEPARTMENT

Vision Statement

The Chesterfield County Police Department is committed to being a nationally recognized leader in law enforcement through hiring, training, and promoting the finest police professionals. Our Department is dedicated to the use of innovative and adaptive law enforcement technology, as well as implementing effective crime prevention strategies with our community partners. We are devoted to ensuring the safety and security of our community through exceptional service.

Mission Statement

The mission of the Chesterfield County Police Department is:
- To **serve** the people of Chesterfield County with integrity and professionalism;
- To **protect** the quality of life, safety, and security of our diverse community through proactive enforcement efforts and effective crime prevention strategies;
- To **lead** the community in solving problems and building partnerships.

Core Values

- **IN**tegrity
- **S**ervice
- **P**rofessionalism
- **I**nnovation
- **R**esponsibility
- **E**xcellence

These values, when combined as an acronym, create our overarching ideal: to **INSPIRE** each other and our department.

Note: New vision, mission and core values adopted January 2014

Departmental Performance Plan
Time Line

June	Bureau and Division Commanders submit a prioritized list of projected new resources and programs for the next five years. Planning & Information Services division reviews and distributes updated key measures.
July	Bureau and Division Commanders submit performance measure results to Administrative Analyst.
July	Bureau and Division Commanders submit Accomplishments and Future Challenges to Colonel and Administrative Analyst.
August	Bureau and Division Commanders meet with Chief of Police and Deputy Chiefs to review projected resource requests to determine top priorities.
August	Bureau and Division Commanders submit justifications for new resource requests for personnel, programs, and equipment.
October	*Draft* Performance Plan reviewed by Bureau and Division Commanders and then submitted to Deputy Chiefs for review and approval.
November	Performance Plan approved by Chief of Police. Chief of Police and Deputy Chiefs finalize departmental priority list of additional funding requests.
December	*Final* FY2015 – FY2019 Departmental Performance Plan distributed to department.

Chesterfield County Police Department

"First Choice Community through Excellence in Public Service"

Departmental Performance Plan
Goals

GOAL 1:   To provide effective policing and ensure continued public safety

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GOAL 2:   To increase citizen safety and the perception of safety

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GOAL 3:   To reduce and control criminal activity

GOAL 4:   To establish, maintain and enhance community partnerships that help ensure a safe community

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GOAL 5:   To maximize operational efficiency and deliver excellence in customer service

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GOAL 6:   To increase the proportion of crime cleared by arrest

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GOAL 7:   To be the law enforcement employer of choice

PD Program 1: Uniform Operations Bureau
County strategic goal: To be the safest and most secure community of its size
Program Description/Objective: Provide first response to calls for service, preventative patrol, and enforcement of state laws and county ordinances. Support community policing efforts and provide off-duty officers to businesses in the county.

Performance Measure 1 / Output:	Performance Measure 1/ Quality/Outcome:	Performance Measure 1/ Efficiency:
Number of calls for services and assists	Average response time for priority one calls	Number of times response for priority one call exceeded 3 minutes
Source/Calculation: Police Key Measures	Source/Calculation: Police Key Measures	Source/Calculation: Police Planning & Information Services Division
Performance Measure 2/ Output:	Performance Measure 2/ Quality/Outcome:	Performance Measure 2/ Efficiency:
Number of alcohol related crashes	Number of DUI arrests	Number of alcohol related crashes per one million miles of travel
Source/Calculation: Police Key Measures	Source/Calculation: Police Key Measures	Source/Calculation: Police Planning & Information Services Division

PD Program 2: Investigations Bureau County strategic goal: To be the safest and most secure community of its size		
Program Description/Objective: Investigate major crimes against persons, property and special victims and support Crime Solvers and domestic violence coordinator function. Investigate organized criminal activity, to include narcotics organizations and gangs.		
Performance Measure/ Output: **Number of cases assigned** Source/Calculation: **Police Key Measures**	Performance Measure/ Quality/Outcome: **Number of cases cleared** Source/Calculation: **Police Key Measures**	Performance Measure/ Efficiency: **IBR Clearance rate** Source/Calculation: **Police Planning & Information Services Division**

PD Program 3: Administrative Support Bureau		
County strategic goal: To be the safest and most secure community of its size		
Program Description/Objective: The Human Resource Division's focus is recruitment, testing, background investigation, and selection of personnel for recommendation of hire; administering the career development program and processing of all permits and licenses. The Planning & Information Services Division is responsible for information retrieval and traffic analysis to support department patrol and investigative functions; supporting all computer equipment and software, including mobile data computers; managing the police records management system and all statistical reporting to the state police.		
Performance Measure 1/ Output: Number of applicants for police officer recruit Source/Calculation: Police Human Resources Division	**Performance Measure 1 / Quality/Outcome:** Number of applicants approved for panel interview Source/Calculation: Police Human Resources Division	**Performance Measure 1/ Efficiency:** Number of applicants hired Source/Calculation: Police Human Resources Division
Performance Measure 2 /Output: Number of incoming calls to RMS line Source/Calculation: Police Planning & Information Division/ Records Unit	**Performance Measure 2/ Quality/Outcome:** Number of calls answered by Records Specialists Source/Calculation: Police Planning & Information Division/ Records Unit	**Performance Measure 2/ Efficiency:** Number of officers assisted with RMS reporting Source/Calculation: Police Planning & Information Division/ Records Unit

PD Program 4: Operational Support Bureau **County strategic goal: To be the safest and most secure community of its size**	

Program Description Objective: The Training Division provides all entry-level, in-service, specialized training, and career development education, as well as firearms and vehicle operations training. The Support Services Division delivers community services through crime prevention programs, CPTED (Crime Prevention through Environmental Design), the apartment coalition, and the STEPP (Success Through Education and Proactive Policing) Program which is taught in all elementary schools. They also provide logistical support through the Property and Evidence Unit, as well as supplies and equipment for all operational needs in addition to safe and secure storage of evidence and recovered property.

Performance Measure/Output:	Performance Measure/ Quality/Outcome:	Performance Measure/ Efficiency:
Number of training classes conducted Source/Calculation: Training Division	Number of persons instructed in all classes Source/Calculation: Training Division	Total number of man-hours expended instructing Source/Calculation: Training Division
Performance Measure/Output: Number of crime prevention programs conducted Source/Calculation: Support Services Division	**Performance Measure/ Quality/Outcome:** Number of persons instructed in crime prevention programs Source/Calculation: Support Services Division	**Performance Measure/ Efficiency:** Number of man-hours expended instructing in crime prevention programs Source/Calculation: Support Services Division

PD Program 5: Office of the Chief – Office of Professional Standards, Homeland Security and Operation Preparedness, Finance and replacement vehicle programs
County strategic goal: To provide consistently excellent customer service

Program Description Objective: Provide overall planning, development, and direction for police administration. Provide independent internal inspection service for the chief of police and members of management. Complete inquiries, investigations, and research in areas of operational policy, procedure, and practice. Provide overall management and coordination of operational preparedness for domestic security situations, natural disasters, and other emergency events. Provide media support and information dissemination, as well as writing grants. Maintain fiscal control of the department's operating budget, asset forfeiture funds, and grant funds, and manage department time accounting functions and administration of county's false alarm ordinance.

Performance Measure/Output: Total operating budget	Performance Measure/ Quality/Outcome: Cost per capita	Performance Measure/ Efficiency: Percent change cost per capita
Source/Calculation: Police Finance Unit	Source/Calculation: Police Finance Unit	Source/Calculation: Police Finance Unit

AC Program 1: Animal Control		
County strategic goal: To be the safest and most secure community of its size		
Program Description Objective: Enforce state laws and county ordinances as they apply to domestic animals by responding to calls for service by citizens.		
Performance Measure/Output: **Number of Animal Control calls for service received**	Performance Measure/ Quality/Outcome: **Number of Animal Control officers**	Performance Measure/ Efficiency: **Ratio of calls for service per Animal Control officer**
Source/Calculation: **Animal Control key measures**	Source/Calculation:	Source/Calculation: **Animal Control key measures**

AC Program 2: Animal Shelter		
County strategic goal: To provide consistently excellent customer service		
Program Description Objective: Provide care and housing of animals, maintenance of kennels and administrative duties. Facilitate the return of animals to owner and adoption of unwanted animals, as well as promote responsible pet ownership.		
Performance Measure/Output: Number of animals impounded (includes cats/dogs/wildlife/livestock) Source/Calculation: Animal control key measures	Performance Measure/ Quality/Outcome: Number of adoptions/transfers/return to owner Source/Calculation: Animal control key measures	Performance Measure/ Efficiency: Live exit rate Source/Calculation: Animal control key measures

Chesterfield County Police Department

"First Choice Community through Excellence in Public Service"

Departmental Performance Plan
Providing Quality Service

Over the years, the police department has adopted philosophies in line with the county's goal of providing "a First Choice Community" to its citizens. The police department has the responsibility to provide the citizens of Chesterfield County a safe and secure community in which to live by responding to 100 percent of citizen calls for service, investigating crime, apprehending criminals, and providing traffic enforcement and drug education. The police department provides innovative, effective police service by engaging in partnerships with the citizens of Chesterfield County.

Chesterfield Clearance Rate vs. National Clearance Rate

Selected Incidents	2012 National Clearance Rate	2012 Chesterfield Clearance Rate	2013 Chesterfield Clearance Rate
Arson	17.9%	50.0%	55.0%
Assault	50.5%	81.3%	80.8%
Burglary/B&E	10.7%	22.8%	20.0%
Homicide*	52.1%	80.0%	81.8%
Larceny/Theft	20.4%	34.8%	38.2%
Motor Vehicle Theft	11.5%	34.2%	33.8%
Sex - Forcible	31.1%	59.2%	66.5%
Robbery	24.5%	40.9%	52.9%

Source: National NIBRS clearance rate for 2012 is the most current available – published Fall 2013
* Includes all Homicide Offenses

Chesterfield County Police Department

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Departmental Performance Plan
Providing Quality Service

🔔 Workload Indicators

	CY2009	CY2010	CY2011	CY2012	CY2013
Calls for Service & Assists	192,369	192,553	190,017	189,023	187,786
Police Activities	293,032	356,862	414,117	481,706	480,383

Source: Police Key Measures dated 3/25/2014

📰 Ratio of officers to population

	CY2009	CY2010	CY2011	CY2012	CY2013
Chesterfield County Population*	314,000	316,000	318,000	319,000	323,000
Figures based on **current funded levels:** # of sworn officers	June 2009 509	June 2010 501	June 2011 497	June 2012 500	June 2013 504
Ratio of officers per 1,000 population -	1.62	1.59	1.56	1.57	1.56

*Annual population estimates provided by County Planning Department. Police Key Measures dated 3/25/2014

$ Cost per capita (*all figures adopted budget except FY2015 – proposed figure)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015*
Police Operating Budget	$51,171,300	$50,281,400	$52,274,000	$55,772,900	$56,960,100	$59,391,700
Chesterfield Cost Per Capita	$161.93	$158.12	$163.87	$172.67	$173.66	$178.89

*Calculations based on population estimates provided by County Planning annually. Police Key Measures dated 3/25/2014

Chesterfield **Police Department**

"First Choice Community through Excellence in Public Service"

Departmental Performance Plan
## *Providing Quality Service*

"TO BE THE SAFEST AND MOST SECURE COMMUNITY OF ITS SIZE" is one of Chesterfield County's strategic goals with an objective to "REDUCE THE REOCCURENCE OF INCIDENTS DETRIMENTAL TO THE PUBLIC'S SAFETY AND SECURITY…." Our philosophy is to provide "tough," not oppressive, law enforcement. The police department provides strict traffic enforcement and has a reputation of being tough on criminals. Serving the citizens of Chesterfield County with "high police visibility" produces more law enforcement and decreases crime. This reputation evolved from department personnel working as a team to create winning strategies and striving to make things happen. Through innovative strategies, Chesterfield County Police Department employees work together to maintain a good clearance rate, incident rate, and response time average, and provide top grade equipment to our personnel. Department employees are committed to providing quality training and technological advancement. The following charts depict the department's effective law enforcement in meeting the County's goals and objectives.

Note: Department strategic initiatives are listed with department goals and objectives.
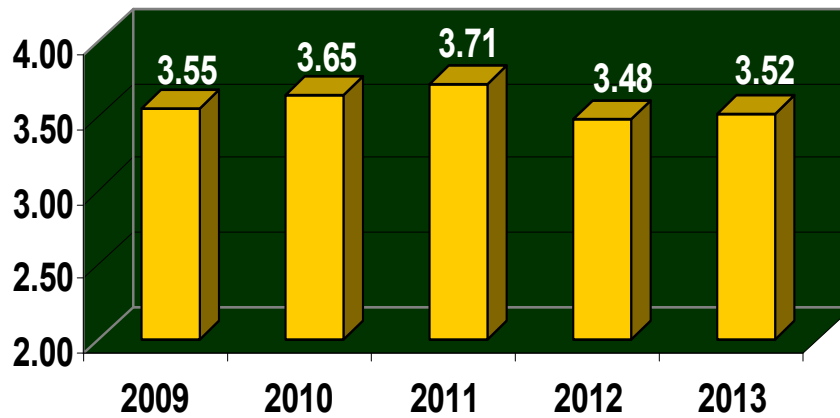
Clearance Rate:

Target - 50%

CLEARANCE RATE
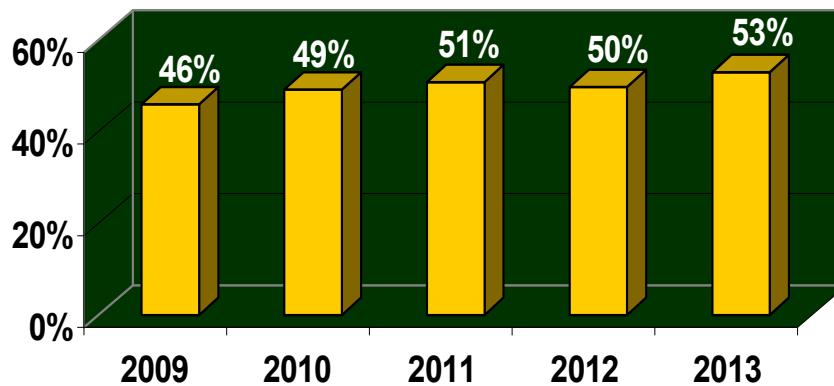
Calendar year figures
Source: Police Key Measures 3-12-2014

Response Time:

Target - less than 3 minutes

RESPONSE TIME (Priority 1 Calls)

Year	Value
2009	3.55
2010	3.65
2011	3.71
2012	3.48
2013	3.52

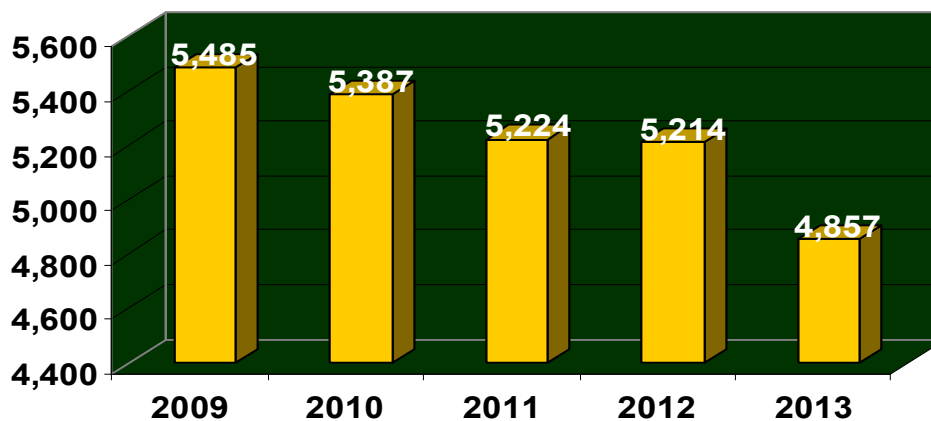**Calendar year figures**
Source: Police Key Measures 3-12-2014

Incident Rate:

Target – less than 6,000 per 100,000 population

INCIDENT RATE

Year	Value
2009	5,485
2010	5,387
2011	5,224
2012	5,214
2013	4,857

Calendar year figures
Source: Police Key Measures 3-12-2014

Highlights and Accomplishments

Office of the Chief / Office of Professional Standards / Homeland Security and Operational Preparedness

Finance Unit:

Within the Administrative Services Division, several areas are noteworthy for their accomplishments during the FY13 time period. These areas include audits, finance, policies and payroll. These areas are addressed separately.

Audits: Internal audit conducted a county wide payroll audit (February through June 2012); there were no findings and the department was proud to be in compliance with payroll policies and procedures. External auditing firm KPMG completed a comprehensive audit (September 2012) for the Federal JAG grants. It involved all aspects of the grant that totaled over $500,000 and was very complex and lengthy in duration. There was only one finding related to an ARRA report that was corrected immediately. The U.S. Department of Justice conducted an Enhanced Programmatic Desk Review for the BJA FY2009 Recovery Act JAG award (January through April 2013) and no programmatic or administrative problems requiring formal resolution were identified.

Budget/Accounting/Finance: The Chief of Administrative Services and other staff worked with the new budget analyst assigned to Police and Animal Control as of June 2012. The Chief of Administrative Services completed an in-depth analysis of the proposed draft of the county "Non-Tax Accounts Receivable" policy for the Accounting Department. The Chief of Administrative Services and the Senior Administrative Analyst worked together to complete the Program Inventory for the Police Department and Animal Control in May 2013.

Policies/Standard Operating Procedures (SOP's): Since July 2012, the division completed a review of all the Finance Unit SOP's, which included revisions to 10 SOPs and the conversion of eight SOP's to policy. The division completed the review of all Finance Unit policies, including the revisions of six policies and the creation of new policies for grant financial management and purchasing cards. All were submitted for processing.

Payroll: Department timekeepers worked together with the off-duty sergeant, whose position assignment was in the Office of Professional Standards, to streamline the processing of off-duty overtime forms within Timecard Online. This task was completed in August 2012. Staff assisted with time accounting records for a contingent of officers sent to Charlotte, North Carolina, to work security during the Democratic Presidential Convention in September 2012. The Chief of Administrative Services worked with the department's timekeeper to complete early payroll certification relating to Hurricane Sandy in October 2012, and completed all required county recovery reporting.

Highlights and Accomplishments Continued

Office of Professional Standards:

The Office of Professional Standards (OPS) hosts the departmental awards ceremony each year. In 2012, the department presented 94 awards for exceptional performance and heroism. In addition, approximately 250 department members were recognized with gift cards, cash awards, and recognition leave as a result of their successes.

This year, OPS reinstituted monthly policy reviews. This reimplementation of a previous activity has brought some accountability to the policy review process.

Last fiscal year, OPS conducted a total of 148 investigations of complaints against members of the department (47 internal, 67 external, and 24 inquiries). Of this number, five inquiries were the result of police-involved shootings.

OPS streamlined the Request for Off-Duty Employment approval process by converting the request form (PD 199) to a PDF document and emailing the form to the officer and Police Human Resources Division. This procedural change has saved man hours and paper.

Homeland Security Operational Preparedness:

The Homeland Security Operational Preparedness unit managed the department's preparation, response, and recovery during significant tropical and winter storms that impacted the county during the year. The Homeland Security Operational Preparedness Coordinator represented the department at the Emergency Operation Center (EOC) during all briefings, and managed the department's after action responsibilities.

During the course of this year, the division was reorganized: the Grants Coordinator was transferred to the Finance Unit, and the Crime Solvers Program was added. The program is an important resource that establishes a partnership between the police department, residency, and the media, to enhance the department's ability to solve crime through anonymous tips.

The Homeland Security Operational Preparedness Coordinator participated in the Urban Area Security Initiative (UASI) Law Enforcement Sub-Committee and the Chesterfield County School Safety Task Force.

The Media Relations Unit, managed by the Homeland Security Operational Preparedness Coordinator, the unit worked to publish the 2012 Chesterfield County Police Department Annual Report.

Highlights and Accomplishments Continued

Administrative Support Bureau

Human Resources:

The Police Department's Human Resources (HR) Division is involved in recruiting, hiring, and maintaining records of all department employees. In FY13, as a means of reaching potential recruits, HR organized and/or attended 109 recruitment activities, which included off-site testing dates, job fairs, military bases, community events, college visits, and other similar venues. HR hired recruits for the 59th, 60th, and 61st Basic Academies, for a total of 82 recruits, as well as eight civilian employees, for a total of 90 new full-time department members. HR processed over 3,600 applications for employment with the department. HR also administered police recruitment tests to over 1,200 applicants seeking employment, which was just short of twice as many as in FY12. HR completed over 100 background investigations and conducted 189 corresponding background investigation interviews on eligible employment candidates.

HR conducted 17 assignment processes involving over 100 officers. HR conducted two promotional processes involving 38 officers and supervisors. HR also processed 78 department employees through various career development programs and coordinated two internships, one of which was a recruit in the 61st Basic Academy and the other in the process for the 62nd Basic Academy. HR coordinated the Department Career Development committee and subsequent staff team.

HR works with regulated occupations and activities within the county. HR conducted 200 investigations for permits for various regulated occupations.   It processed 4,530 concealed weapons applications for approval/denial, an over five-fold increase from FY12 when only 799 applications where filed. HR conducted 1,545 background investigations for coaches (compared to 569 in FY12), 123 for EMS/volunteer fire, conducted records searches for 50 career fire applicants (compared to four in FY12), and fingerprinted 91 foster parent applicants (compared to 69 in FY12).

Planning Information Services

The Police Intelligence Analysis Unit began producing the Chesterfield County Weekly Intelligence Review Report. The report summarizes all of the intelligence products of the previous week: Incident Review Maps, Criminal Intelligence Alerts, and significant arrests. Once compiled, this report is emailed to other police intelligence units in the region for the purpose of sharing police intelligence information and enhancing regional cooperative effectiveness.

The Automation Section of the Police Intelligence Analysis Unit completed and deployed a new version of the department's Officer Activity Report. The new version was necessitated by the recent change in the Unit Number structure of the department. The new Officer Activity Report is presented in an Excel format and features auto-filters, which allow personnel to quickly sort the data. It has been widely acclaimed as a major success by the UOB Command.

<u>Highlights and Accomplishments Continued</u>

A program reallocation from one of the department's grants allowed for the replacement of the dated Livescan laptop computers and fingerprint scanners that were utilized for the fingerprinting of employees and members of the public. Three new laptops, one printer, and a software application were purchased to replace existing equipment. A driver's license scanner was also purchased in order to scan driver's licenses for easy and efficient information entry.

A Community Policing office has been established at the Stonebridge shopping center. A desktop computer, printer and phone that connect to the county network have been installed. This provides officers/detectives another workroom to perform office and administrative tasks while making them visible to the citizens and members of the business community.

The police department successfully completed its annual LInX audit. The audit revealed that the department was in compliance with established guidelines and protocols required to access the national multi-level law enforcement data warehouse.

<u>Uniformed Operations Bureau</u>

The Uniformed Operations Bureau (UOB) experienced numerous successes in FY13. Highlights include, the expansion of the K-9 Unit's Drug K-9 Program from three dogs to five dogs. All of the dogs are fully trained and deployed with their handlers. The bureau was also able to implement a new bicycle patrol for the summer months. This patrol allows officers to be seen as more accessible to the community.

The Bureau was able to create two classes for middle and high school students, taught by School Resource Officers. The middle school presentation focuses on the development of conflict resolutions skills, while the high school presentation focuses on safe driving habits.

The Bureau was able to significantly reduce UOB overtime costs through better accountability and the institution of the 12-hour shift.

Uniform Operations also successfully coordinated four Vice Presidential/Presidential visits to the county. The total hours tracked for these events for department was just over 1,000 man hours.

<u>Investigations Bureau</u>

<u>Criminal Investigations Division:</u>

Several high profile cases were solved by Criminal Investigations Division personnel and are outlined below.

Highlights and Accomplishments Continued

Chesterfield County experienced a series of bank robberies over a two-month period beginning July 2012. The approximate total monetary loss was $8,935. A suspect was developed after an employee of a local business called police to complain that a female had failed to return a rental car that fit the description of the suspect vehicle observed after one of the robberies. In September, two detectives responded to interview the residents in reference to an unrelated robbery that occurred in the area, and, after thorough investigation and interrogation, the bank robbery suspect gave a full confession to each of the four bank robberies that occurred in Chesterfield.

Beginning in October 2012, Bon Air experienced an increase in burglaries involving the theft of silverware. The detective utilized an electronic database to create a list of potential suspects. A covert unit was tasked with conducting surveillance on the suspect, who eventually committed a burglary and was arrested. A total of 10 burglaries were solved.

Between November 2012 and June 2013, personnel responded to 15 homicides and an unprecedented four officer-involved shootings. The division's dedication and availability has been crucial to the proper management of these high-profile investigations, and all personnel are commended for maintaining positive and flexible attitudes while dealing with some of the most stressful types of investigations in law enforcement.

In March 2013, Chesterfield police were notified by the hospital staff at VCU Medical Center that a six-week-old child had been brought to the ER by his parents with a head injury that appeared to be consistent with "shaken baby syndrome." Detectives responded to VCU and spoke with the parents. The father's explanation seemed unlikely and detectives remained steadfast in their belief that he caused the victim's injuries; detectives continued with questioning, eventually developing a strong rapport with the father. Interrogation themes, ideas, and questions were shared between detectives and interrogators and eventually the father admitted to the crime and was arrested for felony child neglect. The child later died of his injuries and the father was indicted for second degree murder.

In April 2013, firefighters and police responded to a structure fire at a residence on Duxton Drive. Upon entry to the residence, firefighters located the body of a women. It was determine by the medical examiner that the female victim had been murdered by a gunshot to the head. Investigators immediately identified a lead suspect. A crime analyst was able to link the suspect to his family in another jurisdiction, and also discovered the suspect had a strong relationship with his grandparents who had recently passed away and were buried there. The analyst, along with division supervisors and detectives, were able to locate the cemetery where the grandparents were buried. While checking the cemetery, the suspect was found dying from a self inflicted gunshot wound, thus solving the investigation. This case involved searching a difficult crime scene, along with the challenges involving a homicide investigation that stretched over 72 hours. The detectives and the crime analyst were recognized for their dedication, analytical skills, and teamwork that led to the conclusion of this investigation.

<u>Highlights and Accomplishments Continued</u>

<u>**Special Investigations Division:**</u>

In the past year, the Vice and Narcotics Unit has investigated many cases involving cocaine, heroin, methamphetamine, and marijuana distribution within Chesterfield County. By the end of the fiscal year, the unit was responsible for drug seizures that carried an estimated street value over $1 million, and cash assets valued at $365,993. The unit investigated 252 assigned RMS reports, reviewed and/or worked 262 Crime Solvers and citizen tips, served 110 search warrants, made 231 criminal arrests, and made over 600 traffic related arrests. Cash seizures were up 13 percent for the year. This increase can be attributed in part to the joint enforcement partnerships with local offices of the Drug Enforcement Agency, U.S. Postal Service, and Homeland Security Investigations.

For FY13, the Covert Operations Section (COS) of the Tactical Investigations Unit was assigned hundreds of technology and surveillance requests. COS made on-scene arrests of 24 suspects that resulted in the clearance of 77 criminal cases. COS has also worked on several high profile regional cases during this reporting period. Thirty-two cases were cleared in Chesterfield County, Hanover County, the Town of Ashland, and New Kent County. Thirty-six charges were placed between these jurisdictions. Additionally, the Covert Operations Section performed surveillance on suspects in commercial burglaries across multiple jurisdictions. The unit observed the suspects commit a burglary in Richmond for which they were subsequently taken into custody. Multiple commercial burglaries to convenience stores were cleared in the City of Richmond, the County of Henrico, Dinwiddie County, and Chesterfield County.

Through initiatives, special projects, and identified crime trends, the Fugitive Section has consistently kept the number of active police department felony and misdemeanor warrants below 900. For FY13, the Fugitive Section has been responsible for serving 641 felony and 91 misdemeanor Chesterfield County warrants, representing the arrest of 331 suspects. The Fugitive Section continues to be an important part of the Capital Area Regional Fugitive Task Force with the U.S. Marshal's Office.

In September 2012, the Multi-jurisdictional Special Operations Group completed a lengthy investigation involving a local group of convenience store operators who were engaged in an organized retail criminal enterprise. The investigation revealed that the owners and operators of the stores were purchasing stolen retail product for pennies on the dollar and reselling it for a significant profit. The investigation resulted in the arrest of 10 suspects on 27 criminal indictments, the seizure of $63,000 worth or retail product from the stores, and over $100,000 in cash from suspects' stores and homes.

Worthy of note for the Vice & Narcotics Unit this past fiscal year are the strengthened working relationships that Chesterfield County detectives have fostered with other local and federal vice and drug units. Examples of this include: Hanover County, Henrico County, Powhatan County, City of Petersburg, City of Richmond, and DEA/USPS/HSI.

<u>Highlights and Accomplishments Continued</u>

<u>Operational Support Bureau</u>

<u>Training:</u>

The Training Division graduated two Basic Recruit Schools during FY13; the 58th Basic Police Academy and the 59th Basic Police Academy. These academies included 51 individuals who are now proudly serving as police officers in the community.

In March 2013, the Training Division completed the process of changing the conditional use permit affecting the Enon Training Facilities. This change in the permit will allow the division to move forward with the long-term goal of opening the Driving Facility for use by other jurisdictions and furthering the spirit of regional cooperation.

The Training Division developed a series of two-hour professional development courses for sworn police officers. These courses are on subjects that are immediately applicable to the daily duties of police officers, and are held at times that are conducive to the Uniform Operations Bureau schedule. Additionally, the length of the courses allows the department to offer pertinent training that does not significantly impact manpower, while simultaneously allowing officers to receive career development and Virginia Department of Criminal Justice Services credits.

In May 2013, the Training Division successfully completed a Virginia Department of Criminal Justice Services audit on its practices, procedures, and facilities. This successful audit recertifies the agency as a training academy for the next three years.

<u>Support Services:</u>

The police department had 117 Chesterfield County communities participate in the 2012 National Night Out. The department received an award from the National Association of Town Watch for placing 6th in the nation and 1st in the state under Category 1 for the National Night Out. This category consists of cities or counties with a total population of 300,000 or more residents.

In response to numerous recent public shootings, Support Services has partnered with the Department of Homeland Security to provide active shooter training based on the ″Run, Hide, Fight″ video. Utilizing video and PowerPoint, Support Services staff has been successful in providing this training to neighbors, businesses, pre-schools, daycare facilities, college students, county employees, and Community Emergency Response Team (CERT) members. The material presented is easy to understand and practical in application, and can be adapted to multiple environments. Requests for this program continue to grow and have enabled the division to conduct more security assessments and other programs

The Property and Evidence Unit processed and managed 9 percent more new evidence items and experienced a 12 percent increase in purchase orders for goods and materials over the last year.

Highlights and Accomplishments Continued

Between September 2012 and June 2013, Child Safety Officers presented a total of 5,844 STEPP (Success Through Education and Proactive Policing) lessons to 26,128 elementary students in all 38 elementary schools, and spent 1,966 hours assisting with elementary school traffic and school security. They also assisted in a total of 115 events with 35,080 citizen participants.

The police department in cooperation with SAFE has made medication take-backs a priority. Through an agreement with the Drug Enforcement Agency, local police have received and safely disposed of 3,574.6 pounds of unused and unwanted medications collected from 1,923 participants. Eight medication take-backs, and two end-of-the-year elementary school pick-ups of unclaimed student medications, were held in FY13.

Animal Control

Phase 2 of the Animal Control Unit's renovations began in June 2013. It will continue to be challenging for the staff and citizens to conduct business during the new construction and renovations phase. The Animal Control Unit is confident that these challenges can be met. The new construction and renovations should be complete by summer 2014.

The unit developed and implemented a Facebook page in January 2013. The Facebook page was developed to showcase dogs and cats available for adoption at the shelter, and to provide animal-related educational material for the citizens of Chesterfield County. The response to the Facebook page has been very positive.

The unit continues to work with rescue organizations, corporate business partners, and county agencies to enhance adoptions of homeless animals and educate the citizens on animal welfare. The Chesterfield County Library and the Animal Control Unit began planning for the Read 2 Feed program in summer 2013. Citizens of all ages join the Summer Reading program to help feed the dogs and cats at the shelter. As a result shelter dogs and cats receive free meals from Southern States. This is the 14th year Southern States has supported this program.

The unit completed another successful year with the Metro Richmond Pet Savers, a coalition of animal rescue organizations and government shelters. In 2012, the first event for government shelters was held at Chesterfield County's Animal Shelter. This was a successful event designed to direct attention to the government shelters as a means of finding homes for the dogs and cats they house, to reduce euthanasia, and to reduce animal housing costs.

The unit continues to partner with the Chesterfield County Humane Society and participated in the Food for Paws program. The program works to keep dogs and cats with their owners who are struggling due to the current economic climate. The program helps Chesterfield citizens feed and care for their pets until the citizen is able to provide for the care on their own.
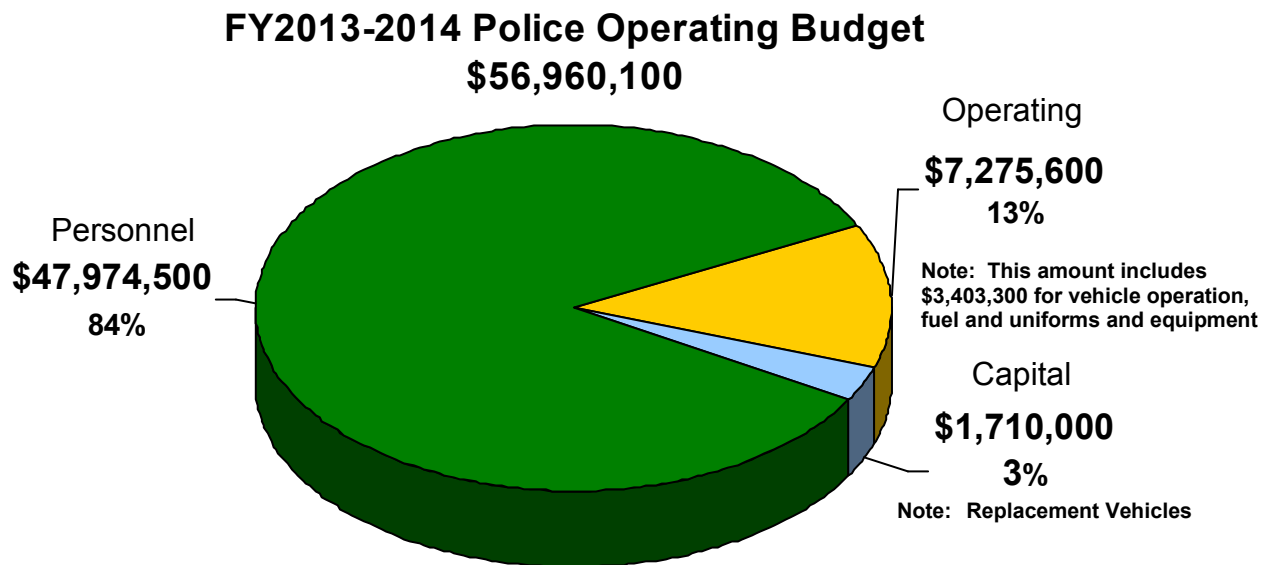
Chesterfield County

Police Department

"First Choice Community through Excellence in Public Service"

Departmental Performance Plan
Budget Analysis

The results of the 2012 Citizen Satisfaction Survey for Chesterfield County were published in January. Within the personal safety area, the two highest scoring areas are safety in the home and safety in the schools. The overall safety index was 92 percent.

The police department continues to have good fiscal policy and strives to operate efficiently and economically within its allocated budget, but it is only through additional funding that major issues can be adequately addressed and the objectives achieved. In FY2013-2014, there were numerous positive steps taken by county administration. These steps includes restored funding for the personnel costs for eight patrol officer positions, funding for four new patrol officer positions (personnel costs and a portion of operating costs), and a 1 percent merit increase for all personnel. In addition, partial career development funding and compression adjustments due to the patrol officer starting salary increase were funded. Furthermore, the capital replacement program and replacement funds for hardware/software continue at reduced levels.

In keeping with Chesterfield County's vision to be a recognized leader in local government across the Commonwealth, the police department continues to be one of the most efficient and productive law enforcement agencies in the state.

FY2013-2014 Police Operating Budget
$56,960,100

Operating
$7,275,600
13%

Note: This amount includes
$3,403,300 for vehicle operation,
fuel and uniforms and equipment

Personnel
$47,974,500
84%

Capital
$1,710,000
3%

Note: Replacement Vehicles

Police Department

"First Choice Community through Excellence in Public Service"

Departmental Performance Plan Benchmarking

2012 Locality Comparison Chart:

County	Population	Square Miles	Crime Rate	Total Sworn	Ratio of Officers per 1,000 population	Officer per Square Mile
Chesapeake	228,210	340	6635	365	1.60	1.07
Henrico	314,881	233	4854	595	1.89	2.55
Prince William	412,661	336	3969	593	1.44	1.76
Chesterfield	**322,388**	**446**	**5277**	**489**	**1.52**	**1.10**

Source: Crime in Virginia 2012 (published annually by the Virginia State Police) Online publication: http://vsp.cache.vi.virginia.gov/downloads/Crime in Virginia 2012.pdf
Note: These figures will not match Chesterfield Police Key Measures, as these figures are extracted from the latest Crime in Virginia book to prepare a static locality comparison.

Knowledge of law enforcement, whether used by support or sworn personnel, is a key factor in contributing to organizational results.

From the day a recruit is hired, they are trained to perform the function of a police officer. The mission of this department is the individual mission of each police officer. The support staff is also well versed in their respective fields. Collectively, this ensures that we reach our organizational goals.

FY2014 Cost per Capita Locality Comparison Chart:

County	FY2014 Budget	Actual Population	Cost per capita
Chesapeake	$47,455,700	228,417	$207.76
Henrico	$66,200,200	314,932	$210.20
Prince William	$85,665,100	413,396	$207.22
Chesterfield	**$56,960,100**	**323,856**	**$175.88**

Source: Budget figures from other localities retrieved from websites.
Actual population data from Police Planning & Information Services Division 2-7-2014.
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HOW MAY THE DEPARTMENT PROGRAMS & OBJECTIVES CHANGE OVER TIME TO BETTER ALIGN WITH THE COUNTY'S STRATEGIC PLAN GOALS GIVEN FUTURE OUTLOOK?

Throughout the year, the police department continued to align its many programs and initiatives to meet both the department goals and the county strategic goals. Each year, the Chief of Police, Deputy Chiefs, and Command Staff work with the Finance Unit to complete the Departmental Performance Plan. The plan includes seven department goals, statistics and workload indicators, highlights and accomplishments, and future challenges. Each year, new resource requests are identified, prioritized, and submitted with detailed justifications

HOW IS THE DEPARTMENT ADDRESSING AND/OR PLANNING TO ADDRESS UNFUNDED NEEDS, CRITICAL ISSUES, CHANGES IN LEGISLATION, OR OTHER FUTURE FINANCIAL CONSIDERATIONS?

The Finance Unit is working closely with the Chief of Police, Deputy Chiefs, and Command Staff to identify and monitor unfunded needs. A review of all line item expenditures is completed annually and any budget savings are identified, and, if appropriate, a reallocation of funds within the police department target are completed at that time. A continual review of current-year expenditures against budget figures as well as reviews of all aspects of police operations, ensuring that we are attempting to address future challenges. The department is committed to maintaining its high standard of quality, responsiveness, and essential services to the citizens even with ongoing budget reductions.

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Departmental Performance Plan
Future Challenges

In the coming years, the police department will face several major challenges that will affect the ability to provide quality service. This departmental performance plan addresses strategies for coping with the affect these issues will have on the police department and the service we provide.

Future Challenges - Police Department

1.   Employee compensation

2.   Maintaining adequate staffing levels to meet increased demands for service

3.   Employee hiring and retention

4.   Maintaining the department's high level of fiscal responsibility with ongoing demands for budget reductions, cost savings, and more scrutiny of financial expenditures

5.   Inability to meet the technological demands of the department due to budget restraints and the pace at which technology changes

6.   Vehicle traffic and traffic related problems

7.   Serving multi-lingual communities

8.   County and student population growth and increased demand for services

9.   Reviewing technologies and software to enhance efficiencies for department members, as well as members of our community, and transferring processes to electronic methods, when practical

Future Challenges - Animal Control

1. Repair and renovate shelter facility to meet all standards as set by the directives of the state veterinarian

2. Ability to provide medical treatment, cleaning supplies and food for the growing number of animals being brought in due to the new philosophy of no euthanization of healthy animals

3. Maintaining adequate staffing levels to meet increased demands for service